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Revolution on Capitol Hill

Agencies to Adopt 'McNamara Style'

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WASHINGTON.

DEFENSE SECRETARY ROBERT S. McNAMARA'S managerial revolution has burst out of the Pentagon and into other parts of the Government.

Twenty-one nondefense departments and agencies are under Presidential orders to adopt fundamental McNamara-style innovations by May 1.

Another 17 agencies, including the Tennessee Valley Authority and the Smithsonian Institution, are being "encouraged" by the White House to McNamaraize operations.

The result may be the most thorough shakeup in Federal bureaucracy since the New Deal. Resistance is expected to be intense, especially in the old-line agencies which have been doing business in traditional grooves for generations.

Hopefully the changes will save money and provide more effective service.

What McNamara did at the Pentagon four years ago—and what is being tried now throughout the Executive Branch—is to focus officials' attention on ends instead of on means.

In the Defense Department, that meant the downgrading of the Army, Navy and Air Force. Instead of doling out money and weapons to the separate services, McNamara's "Whiz Kids" first drew up a list of nine major "missions"—or objectives of the defense establishment.

Only after each mission was clearly identified did the Pentagon planners decide how many men, planes, ships and missiles were needed to carry it out.

McNAMARA'S management technique now goes by the name of "program budgeting," and a 236-page book on the subject, prepared by the Rand Corp., an Air Force think-factory, is currently one of the hottest selling items at the Government Printing Office.

Three weeks ago the President's budget director, Charles L. Schultze, sent a directive to all department heads instructing them to draw up program budgets for their operations.

Some sample nondefense "missions" suggested by Schultze: natural beauty, support of libraries, recreation, foreign language training.

This month the departments are organizing staffs to carry out the directive, and trying to decide what their goals really are.

Within the big departments, subordinate agencies and bureaus are also planning their own missions.

In the Agriculture Department, the Forest Service has tentatively listed its objectives as "timber production, outdoor recreation, natural beauty, wildlife, water, and forage."

In the Treasury Department, the Coast Guard has assigned itself these missions: "Search and rescue, navigation aids, law enforcement, military readiness, merchant marine safety, and oceanography."

The Central Intelligence Agency is also covered by the order but isn't talking about its missions.

Some missions will cut across traditional agency lines.

Federal education programs, for instance, are now carried out by 42 different departments, offices and bureaus. Twenty agencies carry on health programs.

ONCE the Government's many missions are identified, officials are under orders to prepare a detailed "program memorandum" for each one. The papers are due at the White House on May 1.

Civilian parallels to McNamara's famed military "cost-effectiveness" studies will be ordered as fast as 2200 Federal computers can churn them out.

Theoretically, all this information will give the President and his top aides far better tools with which to manage a \$100 billion Government.

Whether it will save money is questionable. In the long run, it should provide greater governmental efficiency. But in the beginning, skeptics foresee innumerable problems, bitter bureaucratic and Congressional resistance, and mountains of costly paperwork.

But officials at the Budget Bureau, where work on the program budget is concentrated, are enthusiastic.

Carl Tiller, scholarly chief of the budget methods section, says it is the most significant change in Federal management methods since he joined the Government during the New Deal.



ROBERT McNAMARA